

# **CERTIFIED PUBLIC MANAGER COURSE PROJECT**



**SC Medical Malpractice Patients' Compensation Fund**

**Leigh A. Brazell**

**Program Manager**

**Submitted: February 4, 2019**

## **CPM PROJECT**

**February 4, 2019**

### **BACKGROUND AND PROBLEM STATEMENT:**

The South Carolina Medical Malpractice Patients' Compensation Fund (SCPCF) is a state agency that is compiled of four employees to provide and service the licensed healthcare providers in South Carolina with medical malpractice insurance. Due to the agency employing only four FTE's (Full Time Employees), I feel we need to look at implementing an FWA (Flexible Work Arrangement) to benefit the agency and employees. Singular absences can be potentially disruptive to the efficiency and timeliness of work completion, calling for the need to review the potential of an FWA.

An FWA is an arrangement between the employer and employee that gives alternative options to your standard work hours. A FWA includes flexibility in the scheduling of hours worked, flexibility in the amount of hours worked and flexibility in the place of work. By offering employees these options, it encourages attendance and allows employees to work around personal situations such as illness or childcare issues while ensuring that the work responsibility is handled. As we look into the FWA possibility, it is important to remember that it is essential that the PCF will be capable of maintaining the high level of customer satisfaction that our members are accustomed to receiving.

I have researched to see if FWAs would deter absences due to illness or family situations and if future recruitment would be enhanced. The value proposition is focused on six (6) primary areas: Fiscal viability, employee retention, employee attendance, workload efficiency, customer satisfaction, and employee recruitment.

The need proposition is to compare/contrast the PCF to other state agencies of similar employee base with like service offerings and operational standards. After presenting this idea to the Executive Director, we both agreed that this research would seem to benefit our agency and hope to develop a policy to present to the PCF Board for future approval.

#### **DATA COLLECTION:**

My collection of data began with an outline of certain factors to determine if the PCF would benefit from FWA. First, I spoke with the Executive Director of the PCF to determine if there was a policy currently in place. Once I found there was not, I determined that I would need to see how others see and initiate flexible hours within the workplace. To gather this information, I used the internet to research different guidelines and outcomes of FWAs. I chose to focus on the reason why it has been proven to be a success.

Next, I contacted Susan Hance who is the HR Consultant for the PCF. She provided me with a list of agencies who report to the Department of Administration that they use FWA. Of these agencies, I contacted three Human Resource Directors to get as much information as possible on their experience (*Attachment I*). Finally, I requested copies of policies (*Attachment II*) and forms (*Attachment III*) from the chosen directors. These will be used to assist us when it is time to develop the PCF policy to submit for board approval.

## **DATA ANALYSIS:**

Upon evaluating the information from the three HR directors as well as the sample policies and procedures, there were a few trends that I noticed. First, let's look at the interviews with the HR directors. Perhaps the most apparent trend was that all of the interviewed directors reported that having a FWA program is beneficial to both their agency and employees. Their employees have been able to work around doctor's appointments, illnesses or family situations that would have otherwise resulted in absences from work. They also all said that few, if any, problems came from the program or employees using the arrangement. In the case of any issue that has arisen, that has been dealt with on a case by case basis. Another data source evaluated was the "Flexible Work Arrangements: Selected Case Studies" article (*Attachment IV*). According to the article, almost 80% of workers say they would like a FWA, but don't have access to them in their jobs. The article refers to a nationally representative employer-based survey that reveals some of the barriers employees face. A few of the most apparent barriers found in the survey are: 61% of employers do not allow workers to control which shifts they work, 54% do not allow any workers to share jobs; 66% do not allow any employees to work part of the workweek at home on either an occasional or a regular basis and 61% of employers don't allow any workers to work a compressed work week for at least part of a year. In order to overcome these obstacles, employees are having to speak up for themselves and propose different options for FWA in their workplace.

An important part of these proposals from employees deals with policies and procedure development. The policies and procedures that I reviewed all had very strict guidelines on what their programs involved and how they were established in their company. They were very explicit when outlining who had the option to participate in the program, how they applied for the program and what options they had to choose from as far as working specific hours. By setting up these parameters, the agencies have headed off potential, unneeded obstacles. With the program being



well defined and established, there seem to be few problems within the agency when it comes to FWA. Any problems that have arisen were dealt with on a case by case basis. Eleanor Odom, Human Resources Director of the South Carolina Department of Mental Health stated, “In very few instances, we have seen employees abuse their flexible schedules. We clearly indicate at the time they are allowed to have flexible hours that this is a privilege, not to be taken lightly. When abuse does occur, the flexible schedules are suspended.”

### **IMPLEMENTATION PLAN:**

The following are steps that will need to be executed in order to make sure the FWA policy has merit and is functional for the PCF.

Action steps needed to complete the goal:

1. **Research** — Thorough research was done by accessing online articles that discuss the pros and cons of flexible work arrangements. I also contacted several HR directors with state agencies who allow their employees to use flex hours. Each director completed a questionnaire regarding FWA in their corporation. The questionnaire gave the directors an opportunity to discuss how the FWA has been beneficial to the agency and employees and if there have been any shortcomings or problems with employees using the FWA. Research was also conducted by accessing examples of FWA policies in the state.

2. **Data Collection** — Sample policies, communication with HR director's, and collaborating with the PCF Director.

**Develop Policy** — A FWA Policy and Procedure will need to be created for the PCF including forms for applying (*Attachment V*). A closer look will be given to how to evenly and fairly divide the FWA between the four FTEs. Time-keeping forms will

also need to be developed for tracking employee hours (*Attachment VI*). When developing the policy I will consider following the Flexible Work Schedule Guidelines that were provided by The Department of Administration (*Attachment VII*).

3. **Obtain Approval**—All operations of the PCF are monitored and voted on by the PCF Board of Governors and are also reviewed by the PCF legal counsel.

4. **Implement**—If and when the policy is approved by the Board of Governors, the policy and procedures would then need to be presented to the PCF employees by the Executive Director. The decision of who gets to take advantage of this policy is at the discretion of the Executive Director.

#### **TIMEFRAMES AND COST:**

The development of a solid FWA program will take time and dedication so that all aspects are covered and the program will have merit. Anywhere from 2 weeks to a month will be needed to develop the policy and forms as well as to monitor the hours of employees who choose to opt into the FWA program. There is no cost in planning and implementing this program.

#### **POTENTIAL OBSTACLES:**

With only four employees in our agency, I feel that scheduling will be the main obstacle we face. PCF policy requires at least 2 employees to always be in the office unless it is absolutely unavoidable. The obstacle will be who decides who is able to use flex hours if 2 or more request to do so. This decision will likely be up to the

Executive Director or possibly be based on seniority. Another potential obstacle will be keeping up with the time because our hours are not monitored electronically. A weekly or monthly time sheet will need to be strictly enforced in order to document time used by the four hourly employees.

#### **POTENTIAL RESOURCES:**

My best resources are my contact at the Department of Administration and the HR Directors in the agencies that I have spoken with and worked with for this project.

#### **COMMUNICATION WITH KEY STAKEHOLDERS:**

It is integral to the success of the program to have everyone on board as well as receive valuable input and information from the stakeholders of our company. In this endeavor, I have spoken with the Executive Director and PCF employees about designing this policy for hopes of implementation. They are excited to possibly have the opportunity with flex hours to help with sick time and family events when needed. I also mentioned this project to the Board of Governors at our board meeting in December and they are anxious to see what the policy would entail and agreed that it is something the PCF could possibly need in the future.

#### **INTEGRATION INTO STANDARD OPERATING PROCEDURE:**

With the PCF only having four full time employees, the policy would transition easily into the PCF operating procedure. A review of the policy and feedback from employees would need to be evaluated every 3 or 6 months to see if everything is

running smoothly and if any adjustments or changes need to be made.

#### **EVALUATION METHOD:**

Once the new FWA program is established with the PCF, evaluating the program will be essential. An evaluation plan to use would be to chart policy viability, employee retention, employee attendance, workload efficiency, and employee recruitment. With the PCF being such a small agency, the turnover rate is extremely low. Because of the extremely low turnover rate, the recruitment section would not come in play until one of the four decides to leave, which is highly unlikely. Employee attendance can also be charted and compared to the previous year to see if the FWA is successful in helping the employees maintain a balance between family life, sickness, etc. and attending work on a regular basis. Also, the workload would need to be monitored closely to make sure that employees are not falling behind with deadlines and that customer satisfaction is met. Employee satisfaction is key to a successful work environment when implementing flexible hours.

#### **SUMMARY AND RECOMMENDATIONS:**

In summary, a thorough examination of what a FWA entails and a closer look at if it would benefit the SCPCF, has led me to advocate for this program in our company. While we are dedicated to our jobs, the need and want for flexibility is a real issue in today's work environment. Too often, people must miss work in order to make necessary appointments, meet the needs of an ill family member or due to any other life event that may arise. By offering employees the ability to have flexible hours

by arriving to work earlier or later than the standard time, offering them a compressed work week or the ability to telecommute, these absences would likely be decreased. With strict parameters and guidelines set, the HR directors interviewed all stated that there have been very few, if any problems or issues that arise directly related to having an FWA in their agency. All of the directors agreed that having a FWA in their agency is beneficial to both employee and employer. According to DeJon White, Human Resources Director of the South Carolina Health and Human Services, “The Flex schedule is beneficial because it builds morale within the workplace and reduces stress an employee may feel.” Odom agrees, “Flexible hours allow employees to schedule personal appointments during their scheduled hours off which means that employees are here at work more often than when they must take sick and annual leave. It is a morale booster.” By developing a custom made FWA for the SCPCF, I believe that everyone involved will be affected in a positive way. By carefully planning and implementing a FWA program that all can use and benefit from, the PCF will have a stronger internal structure along with boosted employee morale which in turn will directly affect the work and service that we give our valued members.

**Leigh Brazell**

---

**From:** Eleanor Odom <eleanor.odom@scdmh.org>  
**Sent:** Thursday, January 3, 2019 3:28 PM  
**To:** Leigh Brazell  
**Subject:** RE: CPM Project on Flexible Work Arrangements

**From:** Leigh Brazell <Leigh.Brazell@pcf.sc.gov>  
**Sent:** Thursday, January 3, 2019 1:27 PM  
**To:** Eleanor Odom <eleanor.odom@scdmh.org>  
**Subject:** CPM Project on Flexible Work Arrangements

Good afternoon Eleanor,

My name is Leigh Brazell and I am currently working on my Certified Public Manager project of Introducing Flexible Work Arrangement to the Workplace.

If your agency allows flexible hours or telecommuting, would you please answer the questions below?

**1. Is flexible hours/telecommuting beneficial to your agency and employees? If so, how?**

*Flexible hours allow employees to schedule personal appointments during their scheduled hours off which means that employees are here at work more often than when they must take sick and annual leave. It is also a morale booster. Telecommuting is only offered to psychiatrists in our telecommuting program. It allows for greater flexibility in hours as well and allows us to offer a benefit in a profession that is highly competitive and in which there are extreme shortages nationwide.*

**2. Have you seen any shortcomings or problems with employees who are allowed to take advantage of the flex hours/telecommuting?**

*In very few instances we have seen employees abuse their flexible schedules. We clearly indicate at the time they are allowed to have flexible hours that this is a privilege, not to be taken lightly. When abuse does occur, the flexible schedules are suspended.*

**3. How many employees do you have and how many are on flexible schedules?**

*I have requested this information but may not have the report until early next week.*

**4. How long has your agency allowed the flexible scheduling?**

*Our agency has been on flexible schedules for nearly 20 years.*

*Hope this helps. Thank you.*

## Leigh Brazell

---

**From:** DeJon White <DeJon.White@scdhhs.gov>  
**Sent:** Tuesday, January 8, 2019 3:26 PM  
**To:** Leigh Brazell  
**Subject:** Answers to flex schedule questions  
**Attachments:** Questions.docx

Good afternoon Leigh,

I hope your day has been well. Please see attached answers to the flexible schedule questions. Thanks!

---

**DeJon White**

*HUMAN SERVICES COORDINATOR I*

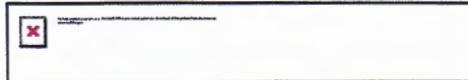
[DeJon.White@scdhhs.gov](mailto:DeJon.White@scdhhs.gov)

+18035606461

454 S ANDERSON ROAD STE 11

ROCK HILL, SC - 29730

[www.scdhhs.gov](http://www.scdhhs.gov)



*Healthy Connections* and the Healthy Connections logo are trademarks of South Carolina Department of Health and Human Services and may be used only with permission from the Agency.

### Confidentiality Note

This message is intended for the use of the person or entity to which it is addressed and may contain information, including health information, that is privileged, confidential, and the disclosure of which is governed by applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible to deliver it to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this information is STRICTLY PROHIBITED.

If you have received this in error, please notify us immediately and destroy the related message.



1. Is flexible hours/telecommuting beneficial to your agency and employees? If so, how?

*The flex schedule is beneficial for a few reasons: 1) the flex schedule allows for employees to run any necessary errands before other agencies/facilities close. 2) having a flex schedule enables employees to attend their child/s events that would normally require use of annual or sick leave. 3) having a flex schedule builds morale within the workplace and reduces stress an employee may feel.*

2. Have you seen any shortcomings or problems with employees who are allowed to take advantage of the flex hours/telecommuting?

*I have not noticed any issues nor have I received any complaints regarding the flex schedule.*

3. How many employees do you have and how many are on flexible schedules?

*Currently I have six (6) employees and one (1) that is on the flex schedule.*

4. How long has your agency allowed the flexible scheduling?

*My team member as been on the flex schedule for four (4) years and since I just started, I am unsure how long the agency has implemented flexible schedules.*



## Leigh Brazell

---

**From:** Kim Backman <BACKMAN@scdhhs.gov>  
**Sent:** Monday, January 14, 2019 9:37 AM  
**To:** Leigh Brazell  
**Subject:** RE: CPM Project on Flexible Work Arrangements  
**Attachments:** Alternate Work Schedule Policy and Guidelines.pdf

Hi Leigh,

I apologize for not getting back with you sooner. The South Carolina Department of Health and Human Services (SCDHHS) does offer alternative work schedules and telecommuting for some areas of the Department. Below are answers to your questions:

1. Is flexible hours/telecommuting beneficial to your agency and employees? yes
  - a. If so, how? The majority of employees with an approved telecommuting schedule are our nurses working in our Community Long Term Care (CLTC) area. These nurse complete assessments for individuals needing nursing home or at home care. Due to limited space in our CLTC offices, nurses are able to work from home and report into the office two days a week.
  - b. If so, how? SCDHHS also offers an Alternative Work Schedule policy which allows employee the opportunity work a flexible work schedule or a compressed work week schedule. Flexible work schedules enables an eligible employee to work outside of the standard business hours of 8:30 a.m. – 5:00 p.m. to achieve the 7.5 hours for each business day (Monday through Friday). Compressed work week schedules must be observed over a two-week work cycle. An employee extends the daily schedule to meet the minimum seventy-five (75) hour requirement in a two-week work cycle which then allows an employee can take a ½ day or full day off during the course of the two week work cycle (depending on the employees approved work schedule). I have attached a copy of the policy for your review. The benefits of alternative work schedules is to assist employees with work life balance.
2. Have you seen any shortcomings or problems with employees who are allowed to take advantage of the flex hours/telecommuting? In most instances we have not had may problems with employees taking advantage of flexible work schedules. Telecommuting can be challenging if employees job junctions are not defined and measurable. We recently sent an email out to all employees to remind them telecommuting is not to be used to care for a sick child or family member, or to use as an alternative for daycare.
3. How many employees do you have and how many are on flexible schedules? SCDHHS has approximately 1300 employees and there are approximately 45 with work schedules outside of the 37.5 hours per week. In SCEIS you have to enter a work schedule rule for every employee; however, the rule is based on the number of hours per week and day. It is hard for me to know how many employees have flexible work schedules when they are working 7.5 hour days, 37.5 hours a week. For example, we have employees in Human Resources that work 37.5 hours per week but they may come in at 8:00 and work until 4:30 with an hour lunch or they may come in at 8:30 and work until 4:00 with a 30 minute lunch.
4. How long has your agency allowed the flexible scheduling? SCDHHS implemented an Alternative Work Schedule policy in March 2002 and updated the policy in February 2010.

If you have any questions or need any additional information, please email or call.

Good luck with your project!  
Kim



## FLEXTIME & COMPRESSED WORKWEEK POLICY

### DISCLAIMER

**THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE SCESC. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS.**

**THE SCESC RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.**

*It is the policy of the SCESC to recruit, hire, train, and promote employees without discrimination because of race, color, sex, national origin, age, religion or physical disability. This policy is to apply to all levels and phases of personnel within the Agency, including but not limited to recruiting, hiring, compensation, benefits, promotions, transfers, layoffs, recalls from layoffs, and educational, social, or recreational programs. If you believe that you have been discriminated against in violation of the law, you should immediately contact the Agency's Human Resource Director at (803) 737-2550.*





## **FLEXTIME & COMPRESSED WORKWEEK POLICY**

- I. SCOPE AND PURPOSE**
- II. GENERAL PROCEDURE**
- III. FLEXTIME**
- IV. COMPRESSED WORKWEEK**
- V. WORK SCHEDULE REQUIREMENTS**
- VI. REQUEST FOR FLEXIBLE WORK SCHEDULE FORM**

## **I. SCOPE AND PURPOSE**

The SC Employment Security Commission supports the use of and recommends wherever possible adopting either flextime or a compressed work schedule for its employees. The potential benefits include:

- A. Providing departments with additional flexibility to effectively address the current and future manpower needs of the Agency's changing workforce.
- B. Facilitating compliance with the Americans with Disabilities Act Legislation which requires flexibility in scheduling the employment of the disabled.
- C. Allowing extended customer service hours.
- D. Improving employee morale and subsequently improving both recruitment and retention of employees.
- E. Increasing productivity.
- F. Reducing tardiness and absenteeism.
- G. Providing flexibility for childcare and elder care concerns.
- H. Accommodating leisure-time activities for employees.
- I. Reducing commuter traffic congestion.

## **II. GENERAL PROCEDURE**

- A. The minimum full-time workweek is 37.5 hours (Sunday through Saturday). Normal business hours are 8:30 a.m. to 5:00 p.m., Monday through Friday, to include telephone coverage during these hours.
- B. Participation in the program is voluntary. Employees who cannot/do not participate in the program will maintain a standard work schedule (8:30 a.m. to 5:00 p.m., Monday through Friday).
- C. Every employee's full-day work schedule must include a minimum of thirty (30) consecutive minutes for a lunch period to be scheduled during the middle of the work shift away from their work site, whenever possible. A lunch period may not be eliminated altogether to allow an employee to adjust their work shift to arrive late or depart early.
- D. Appropriate coverage and regular department functions must be maintained at all times.
- E. Flex schedules must be designed to ensure non-exempt employees do not work over 40 hours in a workweek (Sunday through Saturday). Any exceptions must be in accordance with the Agency's Overtime Policy.



- F. If an employee's flex day (scheduled to work less than 7.5 hours) falls on a holiday, the employee may move the flex day to another day of the workweek with management approval.
- G. Since an employee may be working more than 7.5 hours per day and holiday leave is granted at 7.5 hours, he will be required to take annual leave for the additional hours over 7.5 or make up the hours during the workweek with management approval.
- H. During sick, annual, other paid and compensatory leave days, the employee will need to charge leave for the amount of hours he was scheduled to work.
- I. All flex schedules and changes to flex schedules must be approved in advance.
- J. If an employee needs to switch a flex day, the employee and the employee's supervisor are responsible for making sure the area has appropriate coverage.
- K. Management may alter flex days for individuals or program areas due to work demands or service delivery requirements in the department or may deny the use of flextime for work purposes.
- L. The Executive Director or designee may approve exceptions to this Policy.

### **III. FLEXTIME**

Flextime allows an employee to work a five-day work schedule with flexibility to work a different schedule other than the normal office hours (8:30 a.m. to 5:00 p.m., Monday through Friday).

#### Examples:

Employee works 7:00 a.m. to 3:30 p.m. with an hour for lunch.

Employee works 9:00 a.m. to 5:30 p.m. with an hour for lunch.

Employee works 12:00 noon to 8:00 p.m. with 30 minutes for lunch.

Although a flextime schedule should be maintained for a period of time, it is understood that supervisors and employees can make adjustments to an individual's schedule that fits within the Agency guidelines and meets their program needs.

### **IV. COMPRESSED WORKWEEK**

A compressed workweek allows employees to work extended daily hours in order to take a portion of a day or a full day off each workweek.

#### Examples:

Employee works 7:30 a.m. to 4:30 p.m. with a 30-minute lunch, Monday through Thursday.

Employee works 7:30 a.m. to 11:00 a.m. on Friday for a workweek total of 37.5 hours.

Employee works 7:00 a.m. to 5:15 p.m. with an hour for lunch for 2 days; 7:30 a.m. to 6:00 p.m. with an hour for lunch for 2 days for a workweek total of 37.5 hours. Employee has one full day off during the workweek.

## **V. WORK SCHEDULE REQUIREMENTS**

All work schedule requirements should be communicated as a condition of employment prior to an offer and acceptance of employment. Within the limits imposed by a department's program/service needs, and with management's approval, an employee may request either a flex-time schedule or compressed workweek. Every department should ensure that all employees are given an opportunity to request alternate scheduling prior to the development of departmental schedules. The following factors should be considered in approving either alternative.

1. department operational/program needs;
2. availability of adequate supervision;
3. accessibility to business contacts and to the public served; and
4. effective cross-training so that employees can respond to daily inquiries in their area when a person is away from the job site.

Cost center managers may schedule an individual employee's workweek within these guidelines as long as it meets operating needs.

Supervisors are encouraged to approve flextime and/or a compressed workweek so as not to be detrimental to the work unit. If the supervisor cannot approve, has to cancel, or adjust the use of either flextime or a compressed workweek, it should be clearly communicated to the employee why the request could not be approved.

***It is important that these work schedules be as fair and acceptable to all employees as possible.***



**SOUTH CAROLINA  
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

**THE LANGUAGE USED IN THIS POLICY DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.**

**HR014.00                      Alternate Work Schedule Policy and Guidelines**

**EFFECTIVE:                February 12, 2010**

**APPLIES TO:**            All Eligible South Carolina Department of Health and Human Services (the Department) Workforce Members

**POLICY**

It is the policy of the Department to offer alternate work schedules for eligible employees. The current standard work schedule for the Department is 8:30 a.m. to 5:00 p.m. Monday through Friday each week. This policy is written in accordance with the South Carolina Code of Laws § 8-11-15 which allows the Department to vary an employee's work schedule through the use of alternative scheduling strategies that meet the needs and service delivery requirements of the agency.

**PURPOSE**

The Department offers eligible employees the option of working an Alternate Work Schedule as a means of meeting the business and service delivery needs of the constituents of the Department. Alternate work schedules must not interfere with an employee's ability to provide its clients and constituents with efficient and effective services. Alternate work schedules are not guaranteed and are considered a work-life balance benefit to eligible employees that must be approved by Bureau Chiefs. This policy cancels and supersedes the Department's Alternate Work Schedule Human Resources Policies and Procedures (21.00) issued December 2000.



# SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

## 14.01 Work Schedule Options

- A. The minimum full-time standard workweek for all Department employees is thirty-seven and one-half hours (37.50). Employees must work a minimum of seventy-five (75) hours in a two-week work cycle. The Department's employee work day may not begin prior to 7:30 a.m. or after 9:00 a.m. or conclude before 4:00 p.m. or after 6:00 p.m.
- B. Exceptions or extended core business hours must be approved by the Deputy Director or designee.

### STANDARD WORK SCHEDULE

Work Day Begins (M, T, W, Th, & F)	Lunch Break (One hour between 11:00 a.m. and 2:00 p.m.)	Work Day Ends (M, T, W, Th, & F)
8:30 a.m.	12:00 p.m. to 1:00 p.m.	5:00 p.m.

- C. There are two (2) Alternate Work Schedule options available to eligible employees. Both options are subject to approval and the limitations set forth in these guidelines. The options are Flexible Work Schedule and Compressed Work Schedule.
1. **Flexible Work Schedule** – An arrangement that enables an eligible employee to work outside of the standard business hours of 8:30 a.m. – 5:00 p.m. to achieve the 7.5 hours for each business day (Monday through Friday). **Employees must have the same arrival and departure times each day.** The Department's employee work day may not begin prior to 7:30 a.m. or after 9:00 a.m. or conclude before 4:00 p.m. or after 6:00 p.m. and must not exceed ten (10) hours per day.

### EXAMPLES OF FLEXIBLE WORK SCHEDULES

Work Day Begins (M, T, W, Th, & F)	Lunch Break	Work Day Ends (M, T, W, Th, & F)
7:30 a.m.	12:00 p.m. to 1:00 p.m.	4:00 p.m.
8:00 a.m.	11:30 a.m. to 12:30 p.m.	4:30 p.m.
8:30 a.m.	12:30 p.m. to 1:00 p.m.	4:30 p.m.
9:00 a.m.	1:30 p.m. to 2:00 p.m.	5:00 p.m.
9:00 a.m.	1:00 p.m. to 2:00 p.m.	5:30 p.m.



## SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

2. **Compressed Work Week** – An arrangement that must be observed over a two-week work cycle. An employee extends the daily schedule to meet the minimum seventy-five (75) hour requirement in a two-week work cycle. **Employees must have the same arrival and departure times each day.** The Department's employee work day may not begin prior to 7:30 a.m. or after 9:00 a.m. or conclude before 4:00 p.m. or after 6:00 p.m. and must not exceed ten (10) hours per day. There are two choices:

a. **Partial Day Off** – Enables an employee to work more than 7.5 hours per day during the course of a two-week (10 days) work cycle to allow for a shorter work day. An employee works an additional twenty-five (25) minutes each day for nine (9) days and is off half a day, or three and three quarter (3.75) hours on the tenth day.

### EXAMPLES OF COMPRESSED WORK SCHEDULES PARTIAL DAY OFF

Work Day Begins	Lunch Period	Work Day Ends
<b>Week 1 M, T, W, Th, &amp; F</b> 7:30 a.m. <b>Week 2 M, T, W, Th, &amp; F</b> 7:30 a.m.	1:00 p.m. to 2:00 p.m.	<b>Week 1 M, T, W, Th, &amp; F</b> 4:25 p.m. <b>Week 2 M, T, W, &amp; Th</b> 4:25 p.m. <b>Week 2 Friday 11:15 a.m.</b>
<b>Week 1 M, T, W, Th, &amp; F</b> 8:00 a.m. <b>Week 2 M, T, W, Th, &amp; F</b> 8:00 a.m.	1:00 p.m. to 1:30 p.m.	<b>Week 1 M, T, W, &amp; Th</b> 4:25 p.m. <b>Week 1 Friday 11:45 a.m.</b> <b>Week 2 M, T, W, Th, &amp; F</b> 4:25 p.m.
<b>Week 1 M, T, W, Th, &amp; F</b> 8:00 a.m. <b>Week 2 M, T, W, Th, &amp; F</b> 8:00 a.m.	12:30 p.m. to 1:30 p.m.	<b>Week 1 M, T, W, Th, &amp; F</b> 4:55 p.m. <b>Week 2 Monday 11:45 a.m.</b> <b>Week 2 T, W, Th, &amp; F</b> 4:55 p.m.

b. **Full Day Off** – Enables an employee to work more than 7.5 hours per day during the course of a two-week (10 days) work cycle to allow for a full day off after the required seventy-five (75) hours has been worked. Employees covered under the



## SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

Fair Labor Standards Act (FLSA Nonexempt) cannot work over forty (40) hours per week; therefore, cannot work the Compressed Work Schedule with a full day off. An employee works an additional fifty (50) minutes each day for nine (9) days and is off the tenth day.

### EXAMPLES OF COMPRESSED WORK SCHEDULES FULL DAY OFF

Work Day Begins	Lunch Period	Work Day Ends
<b>Week 1 M, T, W, Th, &amp; F</b> 7:30 a.m. <b>Week 2 M, T, W, Th, &amp; F</b> 7:30 a.m.	1:00 p.m. to 2:00 p.m.	<b>Week 1 M, T, W, Th, &amp; F</b> 4:50 p.m. <b>Week 2 M, T, W, &amp; Th</b> 4:50 p.m. <b>Week 2 Friday</b> OFF
<b>Week 1 M, T, W, Th, &amp; F</b> 8:00 a.m. <b>Week 2 M, T, W, Th, &amp; F</b> 8:00 a.m.	11:30 a.m. to 12:30 p.m.	<b>Week 1 M, T, W, Th, &amp; F</b> 5:20 p.m. <b>Week 2 Monday</b> OFF <b>Week 2 T, W, Th, &amp; F</b> 5:20 p.m.
<b>Week 1 M, T, W, Th, &amp; F</b> 9:00 a.m. <b>Week 2 M, T, W, Th, &amp; F</b> 9:00 a.m.	1:30 p.m. to 2:00 p.m.	<b>Week 1 M, T, W, Th, &amp; F</b> 5:50 p.m. <b>Week 2 M, T, W, &amp; Th</b> 5:50 p.m. <b>Week 2 Friday</b> OFF

#### 14.02 Eligibility

- A. At the discretion of the supervisor and Bureau Chief, full time equivalent and temporary grant employees are eligible to participate in an Alternate Work Schedule.
- B. Employees must complete a minimum of twelve (12) months of satisfactory employment with the Department before being able to participate in the Compressed Work Schedule option.
- C. Employees who are covered by the Fair Labor Standards Act (FLSA Nonexempt) and are approved to work an alternative work schedule may not work more than forty (40) hours in



## **SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES**

any workweek. Employees who are in a nonexempt status under the FLSA are not eligible to work a Compressed Work Schedule that includes a full day off. Supervisors are responsible for ensuring schedules are designed appropriately.

- D. An employee's performance must meet performance expectation standards of each of their job functions. Any employee that does not meet minimum performance or behavior standards may not participate in an Alternate Work Schedule.
- E. Alternate Work Schedule privileges will be revoked from an employee that does not meet performance or behavior standards. Reinstatement of Alternative Work Schedule privileges may be considered at the discretion of the supervisor and Bureau Chief.
- F. Employees who voluntarily elect to discontinue an Alternate Work Schedule will not be allowed to renew participation for six (6) months. All work schedules will default to the standard work schedule.
- G. Employees who telecommute must observe the same guidelines described in this policy for standard work hours and Alternate Work Schedules.

### **14.03 Minimum Requirements**

- A. The standard business hours of the Department are 8:30 a.m. to 5:00 p.m., Monday through Friday. The Department is closed on observed state holidays and days state offices are closed by executive order of the Governor.
- B. Nonexempt employees must not work more than forty (40) hours per week without approval from the Deputy Director. Any unauthorized overtime worked may be subject to disciplinary action up to and including termination.
- C. Employees must adhere to the following work schedule parameters:
  - 1. Alternate Work Schedules (either Flexible or Compressed) may not begin before 7:30 a.m. or after 9:00 a.m. or conclude before 4:00 p.m. or after 6:00 p.m.
  - 2. Any employee that works more than four (4) hours per day must take at least a thirty (30) minute lunch break.
  - 3. Lunch periods should be scheduled between 11:00 a.m. and 2:00 p.m.
  - 4. Lunch periods do not count as work time and employees will not be paid for them.

## **SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES**

5. Breaks are not mandatory and shall not be used to allow an employee to come in late, leave early or extend the lunch period.

### **14.04 Leave and Holidays**

- A. When entering leave time, employees using an Alternate Work Schedule must use the assigned start and stop times exactly as agreed upon in the Work Schedule Agreement.
- B. When taking sick or annual leave time, employees using a Compressed Work Schedule must account for the whole day if the daily work schedule requires more than the standard 7.5 hours per day. Employees must make up the additional time or submit the appropriate leave time based on prior approval by the supervisor.
- C. On a designated state holiday, employees earn a total of 7.5 hours per day. Employees working Compressed Work Schedules with daily hours that vary from the standard 7.5 hours must adjust the time on the designated state holiday. All adjustments must be preapproved by the supervisor.
  1. If an employee is scheduled to work less than 7.5 hours on a day that falls on a state holiday, the employee may use the excess time as holiday compensatory time.
  2. If an employee is scheduled to work more than 7.5 hours on a day that falls on a state holiday, the employee must take annual leave for the additional hours over 7.5 or make up the difference during that two-week pay period.
  3. If an employee's time off falls on a designated state holiday, the employee may change their work schedule with prior supervisory approval.

### **14.05 Approval Guidelines**

- A. Participation in the Alternate Work Schedule program is voluntary. Employees who do not participate in an Alternate Work Schedule will maintain a standard work schedule of 8:30 a.m. to 5:00 p.m. with one (1) hour for lunch. Employees who elect not to participate in an Alternate Work Schedule should not be required to adjust their work hours to accommodate employees who are participating in the program.



**SOUTH CAROLINA  
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

- B. An employee, who meets the eligibility requirements to work a Flexible or Compressed Work Schedule, must complete and submit the Alternate Work Schedule Agreement Form to their direct supervisor for approval.
- C. An Alternate Work Schedule Agreement Form is not complete until the direct supervisor approves the schedule by signing the form. The approved form will be used to ensure the employee's work schedule is properly recorded for pay purposes.
- D. Exceptions or extended core business hours must be approved by the Deputy Director or designee as recommended by the Bureau Chief.
- E. Supervisors must forward the fully executed agreement form to the Office of Human Resources immediately. Work schedules will be recorded for pay purposes and placed in the employee's official personnel file.
- F. An Alternate Work Schedule is to be maintained for a period of no less than six (6) months. An approved schedule may not be changed until approved by the employee's supervisor and Bureau Chief via the agreement form. Any change to an employee's work schedule should be reported to the Office of Human Resources.
- G. Business needs may limit the opportunities for some positions to be approved for an Alternate Work Schedule. Supervisors must consider all employees' requests; however, all positions are not approved for the use of Alternate Work Schedules because of job requirements. Supervisory considerations include, but are not limited to: office coverage, employee supervision, access to the building (security) and availability of technical support.
- H. When multiple employees request overlapping time or days off, the supervisor must determine an equitable resolution. Adequate staffing must be provided during the standard business hours of 8:30 a.m. to 5:00 p.m., Monday through Friday.
- I. A supervisor may change an employee's approved work schedule (temporarily or permanently) at any time for cause to include, but not limited to: changes in personnel requirements, changes in work demands, changes in supervision, disciplinary action, substandard performance, emergencies, or failure to adhere to the agreed upon schedule. The supervisor must notify the employee and the Office of Human Resources of the



## SOUTH CAROLINA DEPARTMENT OF HEALTH AND HUMAN SERVICES

revocation of the Alternative Work Schedule. A new Work Schedule Agreement Form must be completed to reflect all changes.

- J. Denial of an employee's Alternate Work Schedule is not considered an adverse employment action and is not appealable or grievable. General Complaint Forms will not be investigated as a result of the denial of an alternative work schedule.
- K. An employee may seek approval from his or her supervisor to adjust his or her work schedule for infrequent changes in arrival or departure time. The employee must still work the required number of hours for that day or take the necessary amount of leave.
- L. Any Alternate Work Schedule request for reasons of medical or religious accommodation must be approved by the Office of Human Resources prior to supervisory approval.
- M. The Bureau Chief or designee maintains the right to limit the use of Alternative Work Schedules within their Division(s) at any time with or without notice. The supervisor and the Bureau Chief must consider workloads, work distribution, and similar factors when deciding whether or not to approve a request for an Alternate Work Schedule.
- N. Under no circumstances will any Department official deviate from the Department's Affirmative Action policy in making any decisions concerning Alternate Work Schedules.
- O. Management maintains the right to terminate this policy and any agreements resulting from this policy at any time with or without notice.
- P. Failure to comply with any of the aforementioned terms of this Alternate Work Schedule Policy will result in immediate termination of the agreement and could result in a loss of wages.

### **14.06 Definitions**

- A. Exempt Employee – An employee who is exempt from both the minimum wage and overtime requirements of the Fair Labor Standards Act (FLSA) due to employment in a bona fide executive, administrative, professional, or outside sales capacity.
- B. Full Time Equivalent (FTE) Employee – Any person in the service of an agency in a full time equivalent position who receives compensation from the agency and where the agency has the right to control and direct the employee in how the work is performed.

**SOUTH CAROLINA  
DEPARTMENT OF HEALTH AND HUMAN SERVICES**

- C. Grievance – A complaint filed by a covered employee in an FTE position or the employee's representative regarding an adverse employment action taken by the Department, as defined by the State Employee Grievance Procedure Act.
- D. Nonexempt Employee – An employee who is covered by the Fair Labor Standards Act (FLSA) and who is, therefore, subject to both the minimum wage and overtime requirements of the law.
- E. Office of Human Resources – An office of the Department responsible for personnel administration for full time equivalent employees, temporary grant employees, state temporary employees, interns, and volunteers.
- F. Temporary Grant Employee (TGE) – A full-time employee who does not occupy an FTE position and is hired to fill a position specified in and funded by a federal grant, public charity grant, private foundation grant or research grant and who is not a covered employee.
- G. Time-Limited Project Employee – A full-time employee who does not occupy an FTE position and is hired to fill a project-specific position funded by a federal grant, public charity grant, private foundation grant or research grant and who is not a covered employee.



SOUTH CAROLINA DEPARTMENT OF MENTAL HEALTH  
Columbia, South Carolina

OFFICE OF THE DIRECTOR OF MENTAL HEALTH

DIRECTIVE NO. 787-94  
(3-250)

TO: All Organizational Components

SUBJECT: Variable Work Schedules

**I. Purpose**

The State Government Accountability and Reform Act of 1993 provides that an "agency or institution may vary an employee's work schedule through the use of alternative scheduling strategies to meet the needs and service delivery requirements of the agency or institution. 11 The South Carolina Department of Mental Health fully supports alternative work schedules as a means of providing better service to our clients. The purpose of this directive is to update variable work schedules to address Department of Mental Health policies and procedures regarding alternative work scheduling.

**II. Procedure**

Within the guidelines specified below, each facility, center or division Director will be responsible for implementing variable work schedules within his/her facility, center or division. Variable work schedules may be assigned to employees as appropriate to meet the needs of the facility, center or division. Employees may request alternative work schedules through their immediate supervisor. Final approval of any alternative work schedule is at the discretion of the Director of the facility, center, or division. The establishment of an alternative schedule must be for a business-related reason that benefits the South Carolina Department of Mental Health.

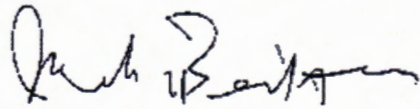
The following guidelines must be adhered to in developing and implementing variable work schedules and establishing individual employee alternative work schedules.

- A. Operating hours must be sufficient to meet the service obligations to the service population.
- B. The assignment of hours worked for individual employees shall be at the discretion of the facility, center or division Director or a designee. Individual work schedules are to be coordinated to ensure sufficient coverage to meet service needs.
- C. Assigned hours must adhere to FLSA guidelines related to overtime for non-exempt employees, as well as guidelines related to lunch period.
- D. Adequate supervision shall be provided at all times.



Upon approval by the facility, center or division Director, an alternative work schedule must be submitted to the Director, Division of Human Resource Services, for review to ensure compliance with the Departmental Work Hours Manual guidelines.

This directive rescinds and supersedes Directive No. 701-86, entitled "Variable Work Schedules.11

A handwritten signature in dark ink, appearing to read "Joe Bevilacqua", is positioned above the printed name.

Joseph J. Bevilacqua, Ph.D.  
Director of Mental Health

June 8, 1994



## REQUEST FOR FLEXIBLE WORK SCHEDULE FORM

NAME \_\_\_\_\_ SS# \_\_\_\_\_

COST CENTER \_\_\_\_\_ COST CENTER # \_\_\_\_\_

Please check one of the following:

- ☐ Flextime workweek - alternative to the standard workday schedule of 8:30 a.m. to 5:00 p.m.
- ☐ Compressed workweek - compress the standard workweek, working more than 7.5 hours some days and taking a whole or partial day off in the workweek.

Provide detail of the flexible work schedule (# of hours and days) to include the lunch period (length and time).

---

---

---

---

---

---

---

---

---

---

This flexible work schedule is for the period \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Employee's Signature / Date

\_\_\_\_\_  
CC Manager's Signature / Date



# Alternate Work Schedule Agreement

Employee Name: \_\_\_\_\_

Personnel # \_\_\_\_\_

Program Name: \_\_\_\_\_

Schedule Code: D375RG01

Effective: \_\_\_\_\_

The purpose of this form is to provide a means for employees to document work hours that fall outside the standard work schedule of the Department (8:30 a.m. to 5:00 p.m. Monday through Friday each week).

Management maintains the right to terminate the Alternate Work Schedule Policy and any associated agreements at any time with or without notice. Failure to comply with the terms and conditions of the Alternate Work Schedule Policy and Procedures could result in loss of wages.

Ok						
		Ok			Ok	
	Day	Time In	Lunch Out	Lunch In	Time Out	Total Hours
Week 1	Monday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Tuesday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Wednesday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Thursday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Friday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
Weekly Total						37.50
Week 2	Monday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Tuesday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Wednesday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Thursday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
	Friday	8:30 AM	12:30 PM	1:30 PM	5:00 PM	7.50
Weekly Total						37.50
Bi-Weekly Total						75.00

I understand the terms and conditions presented in the Alternate Work Schedule Policy. Any changes to this work schedule must be approved by my supervisor and Program Director.

**SCHEDULE NOT EFFECTIVE UNTIL APPROVED BY HUMAN RESOURCES**

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resources Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Program Director's Signature

\_\_\_\_\_  
Date

**SOUTH CAROLINA DEPARTMENT OF MENTAL HEALTH**  
**Temporary Variable (Flexed) Work Schedule**

Employee Name: \_\_\_\_\_ Position: \_\_\_\_\_


Regular Base Schedule: ☐ 75 hours bi-weekly ☐ 80 Hours Bi-weekly

☐ Other : \_\_\_\_\_

The following schedule begins on: \_\_\_\_\_ and ends on: \_\_\_\_\_

or: \_\_\_\_\_

Schedule is necessary for: ☐ Personal needs ☐ Patient Care ☐ Work Requirement ☐ School Schedule.

	From	To:	No. of Hours
SUNDAY			
MONDAY			
TUESDAY			
WEDNESDAY			
THURSDAY			
FRIDAY			
SATURDAY			
SUNDAY			
MONDAY			
TUESDAY			
WEDNESDAY			
THURSDAY			
FRIDAY			
SATURDAY			
			Total Hours: <span style="border: 1px solid black; display: inline-block; width: 100px; height: 20px; vertical-align: middle;"></span>

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Other Required Signature: \_\_\_\_\_ Date: \_\_\_\_\_





Georgetown University Law Center  
**Scholarship @ GEORGETOWN LAW**

---

2006

## Flexible Work Arrangements: Selected Case Studies

Jean Flatley McGuire

Phyllis Brashler

Prepared on behalf of Workplace Flexibility 2010 by Jean Flatley McGuire, PhD and Phyllis Brashler, Doctoral Candidate; Northeastern University, Bouve College of Health Sciences.

This paper can be downloaded free of charge from:  
<http://scholarship.law.georgetown.edu/legal/9>

---

This open-access article is brought to you by the Georgetown Law Library. Posted with permission of the author.  
Follow this and additional works at: <http://scholarship.law.georgetown.edu/legal>



Part of the [Labor and Employment Law Commons](#), [Labor Relations Commons](#), and the [Public Policy Commons](#)

## Flexible Work Arrangements: Selected Case Studies

Employees have shown a great desire for flexible work arrangements (FWAs). National data reveals that nearly 80% of workers say they would like to have more flexible work options and would use them if there were no negative consequences at work.<sup>1</sup> However, most workers do not have access to flexible work arrangements and barriers to their effective implementation persist in many organizations as the following nationally representative employer-based survey data reveals:

- 32% of employers do not allow any workers to change their starting and quitting times, and 67% do not allow all or most employees to do so;
- 61% do not allow any workers to control which shifts they work;
- 47% do not allow any employees to move from full time to part-time and back again while remaining in the same position, and 79% do not allow most or all employees to do so;
- 54% do not allow any workers to share jobs; 66% do not allow any employees to work part of the workweek at home on either an occasional or a regular basis; and
- 61% do not allow any workers to work a compressed work week for at least part of the year.<sup>2</sup>

Many businesses have responded and various studies indicate both a growth in flexible work options and an expanded understanding of their relevance to workforce recruitment, morale, production, and retention.<sup>3</sup> However, to the extent that flexibility is available, access differs considerably across occupations with managerial, administrative and professional workers having the most flexibility.<sup>4</sup>

Uniform information on FWA characteristics, access and utilization is not available across job sectors and occupations. Most publicly available literature on the implementation of FWAs is employer-based and tends to emphasize the processes through which companies develop and market their flexible arrangements and only minimally describes the specific details of actual policies and their use. To the extent that these programs have been documented, several themes emerge. The catalyst for change often begins with employees. Companies may learn of employee dissatisfaction through a survey or a needs-assessment, or supervisors may be approached by individual employees with compelling requests for flexible work. Occasionally, the process begins at the top; in these cases, companies may be trying to address a systemic problem like high turnover rates or absenteeism.

While some flexible work arrangements have formal written policies with specific eligibility and utilization parameters, many others rely upon individual negotiations with willing managers who exercise explicit or permissive scopes of discretionary decision-making. The scope of coverage can be broad or specific to categories of workers. Many of the references we found to FWAs suggest their availability to all workers at a given company, although this was not something we could confirm. Other corporate information made it clear that certain types of occupational groups were excluded from participation in FWAs (such as manufacturing



units).

Even when FWAs are part of official company policies, managerial commitment to the benefit and discretion in its approval significantly impacts actual use. Public and private studies indicate that the following contribute to improved adoption of flexible arrangements across job settings: leadership at the highest levels; written policies and broad dissemination to workers; implementation training for decisional managers; and review and enforcement mechanisms including employee surveys, utilization data collection and review, and managerial performance assessments. Available literature suggests that some of the most successful programs are those that are developed jointly by employees and company management.

The following case studies, then, provide a glimpse into what these programs look like in practice.

**Request For Flexible Work Schedule Form**

Name \_\_\_\_\_ SS# \_\_\_\_\_

Please check one of the following:

- ☐ Flextime Workweek – Alternate to the standard workday schedule of 8:30a.m. to 5:00 p.m.
- ☐ Compressed Workweek – compress the standard workweek, working more than 7.5 hours some days and taking a whole or partial day off in the workweek.

Provide detail of the flexible work schedule (# of hours and days) to include the lunch period (length and time).

---

---

---

---

---

---

---

---

---

---

This flexible work schedule is for the period \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Employee's Signature\_\_\_\_\_  
Date\_\_\_\_\_  
Director's Signature\_\_\_\_\_  
Date



# SC Patients' Compensation Fund

## Flexible Work Arrangement Time Card



Employee:	Pay Period State Date:
Employee e-mail:	Pay Period End Date:

Day	Date	Time In	Lunch Out	Lunch In	Time Out	Total Hours
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						
	Total					

I understand the terms and conditions presented in the Flexible Work Arrangement Policy. Any changes to this work schedule must be approved by my Director.

Employee: \_\_\_\_\_

Date: \_\_\_\_\_

Director: \_\_\_\_\_

Date: \_\_\_\_\_



## **Introduction**

### ***What are flexible work schedules?***

Flexible work schedules are an alternative to the standard 8:30 a.m. to 5:00 p.m. schedule allowing employees options to schedule their work hours while managing their personal lives.

Flexible work schedules include flextime schedules as well as compressed work weeks.

### ***What are some of the options for a flexible work schedule?***

**Flextime:** A work schedule that allows the employees to alter their arrival and departure time from the standard work day.

**Compressed Work Week:** A work schedule that allows full-time employees the option to compress the standard work week into fewer days.

### ***Benefits of Flexible Work Schedules:***

- Employees can balance work and personal responsibilities.
- Some employees become more productive and organized once they begin a flexible schedule.
- Employers typically have less turnover and fewer absences when they offer flexible schedules.
- Employers who offer flexible work schedules have greater recruiting success since these options typically attract and retain employees.

### ***Things to consider when allowing flexible schedules:***

- Will the office have the appropriate coverage to maintain the existing customer service level?
- Should there be a waiting period for new employees before they can begin a flexible work schedule?
- Are there certain times during the day and days during the week that are considered core times where all employees must be present?

## **Guidelines**

- Business hours for the Office of Human Resources are 8:30 a.m. to 5:00 p.m. to include telephone coverage during these hours.
- Employees may arrive between 7:30 a.m. and 9:00 a.m. and depart between 4:00 p.m. and 6:00 p.m. depending on their flex schedule.
- All employees work schedules must include at least a 30-minute lunch period between the hours of 11:00 a.m. and 2:00 p.m.

- Appropriate coverage must be maintained at all times.
- New employees may be required to wait six (6) months before they begin a compressed work schedule.
- Exempt employees have the option to create a flexible schedule comprised of flex time hours or a compressed work week.
- Non-exempt employees cannot work over 40 hours in one week so their flex schedules must be designed appropriately.
- If an employee's flex day falls on a holiday, the employee may move the flex day to another day of the work week with management approval.
- Since employees may be working more than 7.5 hours per day and holiday leave is granted at 7.5 hours, they will be required to take annual leave for the additional hours over 7.5 or have the option to make up the hours during the week with management approval. If employees elect to work the additional hours, they are responsible for informing their manager of their schedule for that week.

Example: An employee works 8.25 hours per day as part of the flex schedule. Holidays allow 7.5 hours of leave. The employee would either take annual leave for .75 hours or make the hours up during the two week period in which the time was earned to take the day off.

- During sick and annual leave days, the employee will need either to account for the whole day if the flex schedule requires the employee to work more than 7.5 hours per day or to make up the additional time over 7.5 hours.
- All flex schedules and changes to flex schedules must be approved by management in advance. Flex schedules should be maintained for a minimum period of 6 months. Exceptions can be made with management approval.
- If an employee needs to switch the flex day, the employee and the employee's supervisor are responsible for making sure the area has appropriate coverage.
- Exceptions to these guidelines for a permanent flex schedule may be approved by the Assistant Director and Director.
- Management may alter flex days for individuals or program areas due to work demands or service delivery requirements in the department or may deny the use of flextime for work purposes.

### ***Options***

- Flextime for exempt and non-exempt employees working 7.5 hours per day:  
Flextime is an alternative to the standard 8:30 a.m. to 5:00 p.m. schedule where employees may arrive as early as 7:30 a.m. and depart as late as 6:00 p.m.

Examples: 7:30 a.m. to 4:00 p.m.



8:00 a.m. to 4:30 p.m.

8:15 a.m. to 4:45 p.m.

9:00 a.m. to 5:30 p.m.

Employees must ensure that appropriate coverage is maintained from 4:30 p.m. to 5:00 p.m.

- Compressed work weeks for non-exempt employees:

Compressed work weeks for non-exempt employees allows them to work more than 7.5 hours per day and either take a whole or half day off in a 2 week cycle for a total of 75 hours.

Example:      wk 1 (5 days) 8:00 a.m. to 5:00 p.m. with 1 hour lunch = 40 hrs  
                    wk 2 (4 days) 8:00 a.m. to 5:30 p.m. with 45 minute lunch = 35 hrs

                    wk 1 (half day off)

                    M-TH 7:30 a.m. to 5:00 p.m. with 1 hour lunch

                    F 8:00 a.m. to 11:30 a.m.

Employees can use this example or a different option assuming they do not work over 40 hours in one week and appropriate coverage is maintained in the area.

- Compressed work weeks for exempt employees:

Compressed work weeks for exempt employees allows them to work more than 7.5 hours per day and either take a whole or half day off in a 2 week cycle. Non-exempt employees may not work more than 40 hours per week due to the FLSA.

Examples:      Work 9 business days with the 10<sup>th</sup> day off or any other day during the 2 weeks.

                    8:00 a.m. to 4:50 p.m.                      30 minutes for lunch

                    8:00 a.m. to 5:20 p.m.                      1 hour for lunch

                    8:15 a.m. to 5:35 p.m.                      1 hour for lunch